



Health Services
LOS ANGELES COUNTY

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February 13, 2007

TO: Each Supervisor
FROM: Bruce A. Chernof, MD
Director and Chief Medical Officer
SUBJECT: METROCARE IMPLEMENTATION PLAN UPDATE

R. Chernof

This is to provide your Board with a report on the status of the MetroCare Implementation Plan. The MetroCare Implementation Plan continues to be on schedule (Attachment I – MetroCare Update Week Ending February 10, 2007). There have been no significant disruptions in the availability of services as a result of the MetroCare transition and no negative outcomes have been reported.

Since my last report to you dated January 16, 2007 DHS has continued to implement the MetroCare plan to transform King-Drew Medical Center (KDMC) to Martin Luther King, Jr. – Harbor Hospital (MLK-Harbor) under the direct operational and clinical management of MetroCare regional executive leadership drawn from Harbor-UCLA Medical Center. As reported to you on January 16, 2007 Service Changes 1, 2 and 4 were completed on or ahead of schedule. Since the last report Service Change #3 has been completed and Service Change #5 is in progress.

SERVICE CHANGE #3

Service Change #3 was completed on February 6, 2007 with the following actions taken since the last report:

- On February 6, 2007 KDMC employees received mitigation letters that assigned them to the new MLK-Harbor Hospital or to other DHS facilities effective February 20, 2007.
- As of January 14, 2007 KDMC has operated 75 medical-surgical and ICU-CCU beds.
- All other actions under Service Change #3 have been completed and were reported on in the January 16, 2007 report.

SERVICE CHANGE #5

Service Change #5 is in progress and the following action has been taken since the last report:

- DHS revised the date to transfer management/operation of Laboratory, Radiology and Anesthesia to new groups (could be current staff) from February 5, 2007 to March 1, 2007. Current staff continue to provide these services.
- On February 9, 2007 Rancho Los Amigos received State licensure approval for 48 additional medical-surgical beds.



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OTHER METROCARE ACTIONS

On February 7, 2007 DHS executed an additional contract with a private hospital (White Memorial) to provide interim inpatient medical-surgical and critical care beds on an as needed basis. Contracts with two other private hospitals (St. Francis/St. Vincent) had been completed on December 1, 2006.

On February 9, 2007 CMS, State Licensure, and the State Health Officer conducted a site visit to KDMC and Harbor-UCLA Medical Center to assess MetroCare Implementation Plan progress to date.

Effective February 10, 2007 DHS Chief Network Officer, Sharon Grigsby, was appointed interim CEO of MetroCare and Harbor-UCLA Chief Operating Officer, Miguel Ortiz-Marroquin, was appointed interim CEO of Harbor-UCLA Medical Center. DHS is undertaking a national search for these two executive positions.

KDMC SERVICE INDICATORS

DHS has been closely monitoring services provided at KDMC. At the request of State DHS and CMS in November 2006, the Department appointed a monitor who is responsible for assessing care at KDMC and reporting any concerns to DHS. A weekly review of progress and concerns is conducted by DHS with the State and CMS.

The number of emergency department, urgent care, and ambulatory care visits for the weeks before and after the service changes has been generally level. The total triage time in the emergency department (time in minutes from arrival in the ED to ED bed assignment) averaged 131 minutes in November 2006, 137 minutes in December 2006, and 164 minutes in January 2007. The number of ED patients who left without being seen was 7.7% in November 2006, 6.3% in December 2006, and 6.9% in January 2007. Inpatient beds have moved from KDMC to other DHS and contract hospitals but there has been no net reduction in beds. In December 2006 there were a total of 208 transfers from KDMC to other DHS or contract hospitals. In January 2007 the number of transfers was 238. DHS will continue to monitor these trends and will keep you informed of any significant changes in KDMC service levels.

EMPLOYEE MITIGATION AND TRANSFER

On February 6, 2007 the Department notified KDMC employees whether they would be assigned to the new MLK-Harbor Hospital or to another DHS facility. The assignments are effective beginning February 20, 2007. Employees who are assigned to MLK-Harbor will receive training that is coordinated by Harbor-UCLA.

Prior to the initiation of the MetroCare transition there were 2,286 positions at KDMC. Two Hundred Forty (240) of these were Drew residents who left KDMC on December 1, 2006. There are 141 physicians remaining at KDMC and their assignments are being finalized. Of the remaining 1,645 non-physician employees 1,250 were recommended for assignment at MLK-Harbor Hospital, 395 are being transferred to other DHS facilities, and 260 were unavailable for interview and placement (long term leave, etc.).

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The significant upcoming milestone on the MetroCare Implementation Timeline and Bed Map is the opening of MLK-Harbor Hospital under MetroCare management with 48 beds on March 1, 2007. This reflects the 42 beds originally planned (30 medical-surgical beds and 12 ICU-CCU beds) plus the addition of 6 low risk obstetrical beds. CMS and State Licensure have agreed to this change. In addition, DHS is continuing planning for the Multi-Service Ambulatory Care Center.

Please let me know if you have any questions.

BAC:ct

Attachment

c: Chief Administrative Officer
 County Counsel
 Executive Officer, Board of Supervisors

**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
METROCare UPDATE**

Week Ending February 10, 2007

Attachment I

MetroCare Timeline ¹ Map	Other MetroCare Actions	Service Indicators
	On 09/22/06 Los Angeles County DHS (DHS) notified that King Drew Medical Center (KDMC) did not meet 9 of 23 conditions of participation on its most recent CMS survey. CMS terminated KDMC's CMS contract effective 11/30/06 resulting in the loss of approximately \$200 million a year.	Number of Inpatient Admissions ² - 187 Average Daily Census ³ – 171 ED visits Treated and released – 473 Admitted – 120 Urgent Care Visits – 285 Ambulatory Care Visits – 2982
		Number of Inpatient Admissions ² - 205 Average Daily Census ³ – 169 ED visits Treated and released – 425 Admitted – 154 Urgent Care Visits – 260 Ambulatory Care Visits – 3096
	On 10/03/06 the Los Angeles County Board of Supervisors approved MetroCare option and directed DHS to return to the Board with detailed plan in two weeks. On 10/04/06 ACGME notified Drew University officials that they must provide a plan for placement of all current KDMC residents in all existing ACGME-accredited residency programs by 10/16/06 with placement to be effective 12/01/06. On 10/05/06 Drew University officials indicate their intent to withdraw all residents from KDMC on 12/01/06.	Number of Inpatient Admissions ² - 183 Average Daily Census ³ – 164 ED visits Treated and released – 402 Admitted – 121 Urgent Care Visits – 262 Ambulatory Care Visits – 2904
	On 10/13/06, DHS implemented weekly conference calls with CMS and State DHS to monitor and report on KDMC and MetroCare.	Number of Inpatient Admissions ² – 174 Average Daily Census ³ – 160 ED visits Treated and released – 454 Admitted – 104 Urgent Care Visits – 274 Ambulatory Care Visits – 2415

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<p>County Board of Supervisors Meeting (Goal 10/17/06).</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>On 10/19/06 LAC DHS requested that CMS approve a 12 month extension to KDMC's Medicare certification and provide \$50 million for transition costs.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² – 163 Average Daily Census³ – 158 ED visits Treated and released – 469 Admitted – 115 Urgent Care Visits – 269 Ambulatory Care Visits – 2985</p>
<p>DHS review/approval for 11/01/06).</p>	<p>On 10/23/06 Governor Arnold Schwarzenegger sent a letter to Secretary of Health and Human Services supporting LAC DHS request for an extension of KDMC Medicare certification and \$50 million for transition costs.</p> <p>On 10/25/06 CMS responded to LAC DHS request of 10/19/06 with a request for additional information.</p> <p>On 10/26/06 LAC DHS responded to CMS request of 10/25/06 for additional information.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² – 185 Average Daily Census³ – 165 ED visits Treated and released – 427 Admitted – 128 Urgent Care Visits – 263 Ambulatory Care Visits – 2789</p>
<p>DHS review/approval for 11/01/06).</p>	<p>On 10/30/06 CMS responded to LAC DHS letter of 10/26/06 with informal approval of extension of KDMC Medicare certification to 3/31/07 pending confirmation from the Board of Supervisors that substantial KDMC restructuring will occur. CMS declines request for \$50 million for transition costs.</p> <p>On 11/01/06 DHS released a Request For Information (RFI) to identify companies to contract ED and Urgent Care Center services at KDMC.</p> <p>On 11/02/06 DHS released an RFI to identify companies specializing in hospitalist and intensivist services as potential contractors for KDMC.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² – 182 Average Daily Census³ – 166 ED visits Treated and released – 441 Admitted – 131 Urgent Care Visits – 219 Ambulatory Care Visits – 2813</p>

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<p>Meeting was held to provide the environment on the proposed /06).</p> <p>Visitors gave final approval for .</p>	<p>On 11/06/06 DHS released an RFI to identify hospitals and associated physicians to provide interim inpatient medical-surgical beds and critical care services.</p> <p>On 11/09/06 Harbor-UCLA chief executive officer (CEO), Tecla Mickoseff, was appointed to serve as interim CEO of MetroCare; KDMC CEO, Antionette Smith Epps, was appointed administrator of MLK-Harbor; and Harbor-UCLA Chief Medical Officer, Gail Anderson, serves as interim Chief Medical Officer for MetroCare.</p> <p>On 11/09/06 DHS released an RFI to identify companies to contract for Advanced Life Support (ALS) and Critical Care Transportation (CCT) ambulance services at KDMC.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p> <p>On 11/15/06, at the request of CMS and State DHS, LAC DHS appointed a monitor who is responsible for assessing care at KDMC and reporting any concerns to DHS.</p> <p>On 11/15/06, State DHS reviewed and approved beds and staffing at Harbor-UCLA.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p> <p>On 11/21/06, State DHS reviewed and approved beds and staffing at Rancho Los Amigos.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p> <p>termination of KDMC's from 11/30/06 to 3/31/07 (Goal</p>	<p>Number of Inpatient Admissions² - 183 Average Daily Census³ - 161 ED visits Treated and released⁴ - NA Admitted⁴ - NA Urgent Care Visits⁴ - NA Ambulatory Care Visits - 2302</p> <p>Number of Inpatient Admissions² - 179 Average Daily Census³ - 151 ED visits Treated and released⁴ - NA Admitted⁴ - NA Urgent Care Visits⁴ - NA Ambulatory Care Visits - 3027</p> <p>Number of Inpatient Admissions² - 145 Average Daily Census³ - 144 ED visits Treated and released - 444 Admitted - 123 Urgent Care Visits - 167 Ambulatory Care Visits - 1769</p>
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**COUNTY OF LOS ANGELES – DEPARTMENT OF HEALTH SERVICES
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Attachment I

<p>Management of KDMC Emergency Center (California Emergency Physician Physicians) (Goal 12/15/06).</p> <p>With private hospitals (St. Peterim medical-surgical beds) (Goal 12/15/06).</p> <p>With private physicians at KDMC patients (Goal 12/15/06).</p> <p>Harbor-UCLA (Goal 12/15/06).</p> <p>With pediatrics to Harbor-UCLA</p> <p>With obstetrics to Harbor-UCLA</p> <p>For medical-surgical beds at KDMC for Monday through Friday,</p> <p>Transportation services between KDMC and ER at Hawkins (Goal 12/01/06).</p>	<p>On 11/28/06 the Board of Supervisors approved a series of recommendations granting authority to DHS to establish contracts with physician groups, private hospitals, and transportation vendors.</p> <p>On 11/29/06 in response to DHS request, the County of Los Angeles Department of Mental Health (DMH) notified DHS that effective 12/01/06 LPS Conditional Designation status would continue at the KDMC Augustus F. Hawkins Community Mental Health Center (AFH CMHC) with the restriction that AFH CMHC would no longer be able to accept involuntary admissions to inpatient units. At the request of DHS on 12/15/06 LPS designation was withdrawn.</p> <p>On 11/29/06 the County of Los Angeles Department of Mental Health notified DHS of extended Designation Agreement for LAC+USC Healthcare Network, applicable to 50 currently licensed beds at the Ingleside campus and up to 76 psychiatric inpatient beds at AFH CMHC, through 12/31/07.</p> <p>On 11/29/06 selected KDMC staff from the NICU, PICU, and High Risk Obstetrics were assigned to Harbor-UCLA for retraining and assignment to these units.</p> <p>On 12/01/06 Drew resident rotations ended at KDMC resulting in the loss of approximately 250 residents. Care of patients transferred to attending and contract physicians.</p> <p>On 12/01/06 implemented contract with Primary Critical Care Medical Group for hospitalist and intensivist physicians at KDMC. Physician services provided through this contract replace the Drew resident physicians.</p> <p>On 12/01/06 two Advanced Life Support (ALS) ambulances were stationed onsite at KDMC to provide transportation to Harbor-UCLA and other DHS and contract hospitals. ALS ambulance coverage is available onsite from 7:00 a.m. to 11:00 p.m.</p> <p>On 12/01/06 MAC (EMS agency) employee assigned to KDMC, 11:00 a.m. to 7:00 p.m., to participate on the transfer team that coordinates patient transport to other DHS and contract hospitals.</p> <p>On 12/01/06 2-1-1, a countywide toll-free information and referral hotline, began providing recorded bilingual information on the availability of KDMC services with an option to be transferred to KDMC operators.</p> <p>On 12/01/06 posters are produced promoting KDMC services and the 2-1-1 line for posting throughout KDMC campus.</p>	<p>Number of Inpatient Admissions² – 121</p> <p>Average Daily Census³ – 126</p> <p>ED visits –</p> <p>Treated and released – 446</p> <p>Admitted – 92</p> <p>Urgent Care Visits – 229</p> <p>Ambulatory Care Visits – 2741</p>
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ITEMIZED AS SCHEDULED BY	ITEMIZED AS SCHEDULED BY	ITEMIZED AS SCHEDULED BY	ITEMIZED AS SCHEDULED BY
On 12/01/06 bilingual flyers promoting KDMC services and the 2-1-1 line are produced for distribution to KDMC patients, partners, and patient advocates.	Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. All ED patients are served and inpatients are cared for. Psychiatric patients entering KDMC ED are appropriately dispositioned. There is no decrease in volume of patients served. No negative outcomes reported.	Number of Inpatient Admissions ² – 102 Average Daily Census ³ – 101 ED visits Treated and released – 482 Admitted – 67 Urgent Care Visits – 303 Ambulatory Care Visits – 2411
On 12/15/06 DHS contracts with DMH for 10 additional temporary Short-Doyle beds to mitigate impact of Psych ER closure.	Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.	Number of Inpatient Admissions ² - 112 Average Daily Census ³ – 91 ED visits Treated and released – 439 Admitted – 85 Urgent Care Visits – 250 Ambulatory Care Visits – 2390
On December 24, 2006 State DHS licensing conducted a site visit to KDMC to review services in the ED and the LAC+USC operated psychiatric unit. They reported no concerns.	Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.	Number of Inpatient Admissions ² – 94 Average Daily Census ³ – 89 ED visits Treated and released – 417 Admitted – 72 Urgent Care Visits – 267 Ambulatory Care Visits – 2294
DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.	Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.	On December 24, 2006 State DHS licensing conducted a site visit to KDMC to review services in the ED and the LAC+USC operated psychiatric unit. They reported no concerns.	Number of Inpatient Admissions ² - 103 Average Daily Census ³ – 91 ED visits Treated and released – 465 Admitted – 89 Urgent Care Visits – 267 Ambulatory Care Visits – 1574 Transfers (12/01/06 – 12/31/06) Contract Hospitals – 43 2.76 Transfers – 60 Harbor-UCLA – 54 LAC+USC – 20 Olive View – 4 Rancho – 27 Total Transfers – 208

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<p>Med-Surg Beds (8 step down + 1 MC). Patients currently being hospitalized in the vicinity of hospitals in the vicinity of KDMC and MetroCare.</p> <p>increments (Goal 01/08/07). Next increments has begun. It on KDMC employee ended in February 2007.</p> <p>ITEMS SCHEDULED BY</p> <p>75 medical surgical and ICU-ED.</p>	<p>2-1-1 reported 311 KDMC related calls to the hotline between 12/01/06 and 01/03/07 (234 English and 97 Spanish).</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p> <p>Conduct contract negotiations with additional private hospitals to provide interim Med-Surg and ICU capacity on a PRN.</p> <p>On 01/11/07 assigned hospitalist to KDMC ED, 7:00 a.m. to 7:00 p.m., to monitor patients assigned to transfer hospitals, provide medical continuity and patient information, and oversee successful transfer.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 88 Average Daily Census³ - 79 ED visits</p> <p>Treated and released - 422 Admitted - 67 Urgent Care Visits - 208 Ambulatory Care Visits - 1600</p> <p>Number of Inpatient Admissions² - 106 Average Daily Census³ - 78 ED visits</p> <p>Treated and released - 457 Admitted - 80 Urgent Care Visits - 286 Ambulatory Care Visits - 2531</p> <p>Number of Inpatient Admissions² - 87 Average Daily Census³ - 69 ED visits</p> <p>Treated and released - 467 Admitted - 76 Urgent Care Visits - 233 Ambulatory Care Visits - 1857</p> <p>Number of Inpatient Admissions² - 97 Average Daily Census³ - 68 ED visits</p> <p>Treated and released - 471 Admitted - 78 Urgent Care Visits - 288 Ambulatory Care Visits - 2507</p>
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Attachment I

<p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>Number of Inpatient Admissions² - 99 Average Daily Census³ – 69 ED visits Treated and released – 462 Admitted – 83 Urgent Care Visits – 327 Ambulatory Care Visits – 2341</p> <p>Transfers (01/01/07 – 01/31/07) Contract Hospitals – 40 2.76 Transfers – 89 Harbor-UCLA – 52 LAC+USC – 32 Olive View – 1 Rancho – 24</p> <p>Total Transfers – 238</p>	<p>Not Available.</p>
<p>Received mitigation letters transferred to another DHS transferred to another DHS effective MLK-Harbor Hospital effective with an additional private provide interim medical-surgical basis (Goal 12/15/06; 2/01/06).</p> <p>Management/operation of Lab, new groups to 03/01/07 (Original</p>	<p>On 02/05/07 discontinued contracts with DMH for 10 additional temporary Short-Doyle beds. Inpatient psychiatric unit operated by LAC+USC at Augustus F. Hawkins is fully operational.</p> <p>On 02/09/07 CMS, State Licensure, and the State Health Officer conducted a site visit to KDMC and Harbor-UCLA to assess progress of the MetroCare Implementation Plan.</p> <p>On 02/09/07 Ranchos Los Amigos received State Licensure approval to operate 48 additional medical-surgical beds.</p> <p>On 02/10/07 DHS Chief Network Officer, Sharon Grigsby, was appointed to serve as interim CEO of MetroCare and Harbor-UCLA COO, Miguel Ortiz-Marroquin, was appointed to serve as interim CEO for Harbor-UCLA Medical Center.</p> <p>DHS closely monitors KDMC, ED, contractors, and patient transfers to County and contract hospitals. No negative outcomes are reported.</p> <p>Conducted weekly conference call with CMS and State DHS to monitor and report on KDMC and MetroCare.</p>	<p>ETED AS SCHEDULED BY</p> <p>1 of Supervisors, Approval of MetroCare Implementation, Attachment II.</p> <p>nges.</p>